

PAY FOR PERFORMANCE  
Mini-Summit  
Wednesday, January 16, 2008

Ian Knowles and Kathy Ellis (Avatar) provided an introduction. Tony Antosh (Sherlock Center) gave a presentation.

Pay for Performance means outcomes and outcome measurement. An outcome is a statement of achievement, NOT a service or support.

Outcome Measurement:

- Defines what is important
- Creates a focus
- Uses accurate data to measure change

Agencies tend to get better on those things you measure:

- People know it is being measured
- People focus on improvement in the areas being measured.

Issues Related to Outcomes:

1. Reach consensus on a set of outcomes
2. Have an accurate measurement strategy (what documents will you use to measure)
3. Have a process for establishing baseline or entry point data
4. Set realistic targets for improvement
5. Define the incentives and/or responses if targets are not met

Example: Perspectives Outcomes

1. Employment
2. Effective Communication
3. Self-Direction
4. Active participation in a variety of Community/Cultural Events
5. Active participation in a variety of leisure activities
6. Active involvement with a variety of social partners
7. Increased decision-making
8. Good Health
9. Improving Quality of Life – perception that your life is better

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Perspectives Measurement Strategy:

1. Three way interview
  - Person with disabilities
  - Staff or someone who knows the person well
  - Outside person – Perspectives uses graduate students who work at the Sherlock Center
2. Keeping a minute-by-minute log for a week
  - Identifying what the person does (activity)
  - Time spent on the activity
  - Who initiated the activity
  - Who else participated in the activity
  - What was the person's level of involvement in the activity
3. Identifying indicators for each outcome and a measurement strategy

Outcomes being measured should be those that have the biggest impact on a person's life.

Variety in someone's life in a broad range of areas increases happiness and satisfaction.

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Comments from the participants in the summit:

CHOICE

- Individual/advocates can make choices that is best for them
- People without family members need someone standing up for them – supporter/champion that can change over time – can be a paid or unpaid person
  - Is there a significant number of people in the system who have no one? Should this be measured?
  - Champions increase as people interact
- Concern that choices will be diminished through consolidation
- People should be productive – a quality that can be minimized
- Providing opportunities and the experience from those opportunities to be able to make an informed choice
- People owe something in the greater society – active citizenship

EMPLOYMENT

- Funding rate for employment is low. Need more up-front investment – front load the rate, and then lower the rate
- People need a variety of employment experiences before deciding on a job. It takes time to explore and make a decision. Money needs to be there
- Need to be respectful of what a person wants – even if it is unpaid

OUTCOMES

- Criteria for incentives – must cover the full spectrum of agencies/people served (doesn't put an agency at a disadvantage because they serve the people with complex needs)
- Standards should be person-centered
- Look at one person at a time – can't do everyone at once
- Pay for performance doesn't become over burdensome to agencies – unfunded mandate where money for services becomes directed to administrative activities
- Do you ever adjust outcomes due to a reduction in funding? The State can't have the same level of requirements/expectations with less funding
  - What are the basic necessities
- Provide incentives to increase system capacity to support new people
  - More medically involved kids – technology dependent
  - Nursing homes should not be the answer to meet the people's medical needs

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RISK

- Risk/liability sharing among all stakeholders
- As we move towards less restrictive settings
  - In a pay for performance system if a person has a negative outcome and the agency has done everything it was supposed to do, the agency isn't punished

SAFETY

- There should be a safe environment both in residential and day programs
- There should be a level of accountability/oversight

STAFFING

- Adequate staff support and oversight of the staff by the agency
- Staff Training
- Well-trained staff, caring direct care staff
  - Career Ladder
  - Staff Stability

SYSTEM CAPACITY

- Really important to have capacity in the system to meet needs, especially residential – currently there is no choice
- Family members want lots of options from which to choose
  - Lack of capacity limits choice
  - A real choice – not one made out of desperation (i.e. lack of residential opportunities)
- Partnering outside of DD system
  - Explore other housing options – use generic resources
    - Housing authorities – other housing programs
    - Use generic services – i.e. hospice

TRANSITION

- Keep people in the community – maintain their participation in their community as they age into the adult system – don't want to lose that with the cuts
- Connect school departments to adult providers
  - Keep community connections/relationships
  - Keep jobs in the community

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Comments from participants:

CHOICE

- Have choices – where to live, the job the person wants, what he/she wants to do
- Quality of Life is individual to the person – each person defines his/her Quality of Life
- Despite cuts, we need to maintain Quality of Life. There is a fear of the loss of choice and the loss of staff continuity
- Person with DD has a level of independence
- Cuts and consolidation will really hurt quality of services
- Real connections in the real world – connected to the person

EMPLOYMENT

- System needs better skills at finding people real work

OUTCOMES

- Outcomes are different for each person – difficult to do system-wide (i.e. Supported Employment is not a goal for some people)
- Don't make assumptions for everyone
- The DD system is comprised of a diverse group of people with different abilities and gifts
- Outcomes are the same for someone without DD as it is for the person with DD
- We should not judge people with disabilities more harshly than people without disabilities
- Outcomes should be evaluated based on the individual
- There should be a sufficient variety of measures to capture success
- Tony Antosh mentioned that he sees three distinct populations within the DD system, and each should have their own set of outcomes
  - Individuals who formerly lived at Ladd
  - Adults aged 21 and above who do not fit in the first category
  - Those 16-21 who are transitioning into the adult system
- An outcome could be supporting meaningful connections to build relationships
- An outcome could be measuring satisfaction of family members, rather than providers

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OUTCOMES (continued)

- Need to incorporate a variety of people to measure outcomes
- Can't improve an outcome without an increase in resources – and not necessarily money
- If agency is not meeting the standards, there needs to be funding available to help them to improve

SAFETY

- How can there be big cuts and maintain safety and services

STAFFING

- Continuity of staff
- Need to acknowledge the workforce
  - Low paid
  - Often working multiple jobs
  - Need other incentives

SYSTEM CAPACITY

- Lack of capacity – people have less choice and have to settle for what is available

TRANSITION

- Lack of capacity affects people who are transitioning to the adult world
- Need to do a better job in transitioning from the educational system to the adult system
- Need more information for individuals and families who are transitioning
  - They don't know what is available – what the choices are
  - They don't know how to navigate the system
- Could do a better job with ISP
- Need to maintain relationships in the community
  - Natural supports should carry forward into the adult world
  - Peer mentoring should continue
- How do you equalize support networks that people have in order to make the best choices? Some individuals have a wide support network, while others have little to no support network

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OTHER

- Legislators and society is not sufficiently informed of the needs of people with DD
  - Where does DD fit in the priority
  - We should establish outcome measures for the Governor and the General Assembly
- How will this pay for performance process fit into the Department's plans? The Department must have already developed a plan to meet the cuts.
- Will the RFP be treated the same as the purchase of supplies, etc – i.e. the lowest bidder get the work
- Real fear is that with an RFP, the person will not be able to choose the agency that they want for services
- The Department needs to slow down the process. You can't establish a pay for performance process in six months, and do it properly. Need to make sure that we don't lose the "good" in the system.
- Can there be tax incentives for employers to hire people with disabilities?
- Can there be tax incentives for individuals who choose to work as direct care staff?
- Bigger agencies does not translate into better services